

Alison Ellis
Ersin Topcuoğlu

Management Development Plan for KIDOG - The Turkish NGO Advocacy
Network for Women, 1996-1998

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Management Sciences for Health
165 Allandale Road
Boston, MA 02130

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MANAGEMENT DEVELOPMENT PLAN FOR
KIDOG - THE TURKISH NGO ADVOCACY
NETWORK FOR WOMEN, 1996-1998

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**Management Sciences for Health
400 Centre Street
Newton, MA 02158**

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I. Background

In mid-1995 the Family Planning Management Development Project (FPMD) of Management Sciences for Health was asked by USAID/Ankara to expand its program of assistance to include the three largest Turkish family planning/reproductive health non-governmental organizations (NGO). The five-year USAID Turkey country strategy specifically identifies improved management capabilities and a strong financial base as expected outcomes of USAID assistance for the NGO sector. FPMD undertook management needs assessments of the Family Planning Association of Turkey (FPAT), the Human Resources Development Foundation (HRDF), and The Turkish Family Health and Planning Foundation (TFHPF) in June 1995.

During this same period and in a local response to the International Conference on Population and Development's (ICPD) call for greater participation of NGOs to ensure implementation of its Plan of Action, a Network of NGOs in Turkey was formed to promote the improved status of women and the specific issues of family planning and reproductive health. In support of this new group, USAID requested the Options Project (now the Policy Project) of The Futures Group to organize a two-day "Introduction to Advocacy" workshop for the 8 participating NGOs in June 1995. The Network continued to meet and with the support of the Policy Project, a staff person was placed in Istanbul from January through August 1996 to facilitate the Network's continued development. In March 1996 the Policy Project provided another two-day workshop for the Network on advocacy strategies and skills. Eight more organizations joined the Network and the group took on major responsibilities for the NGO Forum of the Habitat II conference in Istanbul in June 1996. The Network organized five site visits, four panel discussions on a variety of issues and produced a booklet entitled "Women in Turkey: Education, Legal Status and Reproductive Health", 4,000 copies of which were distributed during the conference.

As the Network was beginning to evolve, USAID/Ankara began to see it as a more comprehensive and cost effective means of affecting and improving the NGO sector rather than supporting multiple inputs with individual NGOs. Given that the TFHPF had gone ahead on its own and implemented many of the recommendations in the 1995 FPMD Management Needs Assessment, that USAID/Ankara expected the International Planned Parenthood Federation to address and support recommendations in FPMD's Management Needs Assessment of the FPAT, and that the HRDF was experiencing some financial reporting difficulties, USAID/Ankara encouraged FPMD to join forces with the Policy Project and make the Network the focus of its NGO sector management development assistance. In April 1996 the two Projects began to discuss collaboration, and with the support of USAID/Ankara and at the request of the Network itself, a two-day Strategic Planning workshop was organized by the Policy Project for July 12 -13, 1996 as the first collaborative effort of the two Projects with the Network. The Policy Project provided logistical and financial support for the workshop and FPMD provided the facilitator and proposed the basic design and content for the workshop. 29 participants from 14 NGOs attended the workshop which produced:

- ▶ *A Mission Statement*
- ▶ *Three prioritized Strategic Goals*
- ▶ *Six Operational Project possibilities*
- ▶ *Identification of Strategic Organizational Issues to be addressed*
- ▶ *Identification of additional Technical Assistance needs*

The Strategic Planning workshop and subsequent meetings and discussions with eight of the participating NGOs by the strategic planning facilitator have indicated that the Network could play a significant role in Turkey as there are many legal and regulatory barriers to equal access and opportunities for women. A well organized grassroots effort to make these issues known and to advocate for change holds hope for significant impact over the long term. Key to success will be:

- ▶ A well organized and sustainable Network.
- ▶ Member organizations that are also sustainable and that represent a large number and broad cross-section of the general population.
- ▶ A demonstrated ability of member organizations to compromise and contribute to the overall goals of the Network.
- ▶ Obtaining operating funds that are both relatively secure and that maintain the autonomy and independence of the Network.
- ▶ The successful identification of specific and significant issues that can be impacted by the group in a relatively short-term time frame.
- ▶ The ability to make the general public aware of and involved in the issues it chooses to address.
- ▶ The ability of the Network to liaise with other large mainstream groups on specific advocacy issues.
- ▶ A carefully developed and mutually discussed and agreed upon plan for long-term organizational development and sustainability.
- ▶ Continued access to outside technical assistance in the areas of organizational development, planning, advocacy and resource development.
- ▶ Continued collaboration and coordination of USAID-supported inputs.

In attempting to create a strong and sustainable advocacy Network, individual organizational members, and the group as a whole, will have to address the following issues:

- ▶ The NGO sector in Turkey, with some exceptions, is relatively new; the internal organizational issues and the external impact potential of non-governmental organizations are not well understood. There are not many operating models of excellence to observe and from which to learn.
- ▶ NGOs, and especially those which choose to engage in advocacy, will be considerably impacted by the Government's willingness to accept and encourage the non-profit sector.
- ▶ With some exceptions, the Network is composed of a number of small and relatively new NGOs which must broaden their institutional base and ensure their own sustainability in order to be long-term and substantive members of the Network.
- ▶ Advocacy is a relatively new concept for the vast majority of the members of the Network. The Network will need considerable, sustained assistance to develop its advocacy strategy and skills and to identify and evaluate issues which the group can both realistically affect and have a meaningful impact on the status of women.
- ▶ Given the somewhat fragile organizational status of a number of the member NGOs and the newness of the Network itself, it will need sustained organizational development assistance that can both strengthen the Network and serve to fortify the member institutions as well.
- ▶ The Network will require operating capital that is sufficient to mount a credible and

continuous advocacy effort and that is sustainable over the long-term. While a diversity of long-term donors will be an important component of financial sustainability, it is equally important symbolically and financially that member organizations participate in the financial maintenance of the Network.

- ▶ As with any NGO, leadership and leadership development will be a major component of eventual success.
- ▶ All parties involved, including Network members and existing and potential donors, will need to recognize the experimental nature of an advocacy network in Turkey and the time it generally takes to form a credible and sustainable NGO. The time frame will need to be medium to long-term and the results carefully monitored on an ongoing basis.

II. Goal and Objectives

All goals, objectives and activities are proposed in continuous and close collaboration with the Policy Project of The Futures Group, Washington, D.C. and Ankara.

Goal/Result:

The basic organizational structure, operating procedures, and sustainability expertise necessary to have a functional Network of NGOs to advocate for the improved status of women in Turkey have been developed, are in place, and are being used.

Objectives/Sub-Results:

1. The Network has defined operating systems and functions according to these systems.
2. The Network has developed and/or improved the necessary fund raising and grant writing skills and has developed proposals for funding of Network activities.
3. FPMD assistance in additional institutional and managerial development technical areas has been provided, as needs are identified by the KIDOG and as requested by the Network and The Futures Group/Policy Project, during fiscal years 1997 and 1998.

III. Activities

Please see Appendix A for the activity plan for the period October 1996 - September 1997. Appendix B is a Turkish translation of some background information on FPMD as well as a summary description of the goal, objectives and activities of this MDP for TA to the KIDOG during 1997. This document was provided to the KIDOG membership in January 1997.

Objective 1: The Network has defined operating systems and functions according to these systems.

- 1.1 Based on the Strategic Plan already developed by the KIDOG, provide technical assistance to the KIDOG to determine its operational systems, including documented basic

operating procedures and systems that:

- ▶ Define the responsibilities, duties, composition and tenure of the Coordinating Committee and its members.
- ▶ The composition of the Network and requirements for membership.
- ▶ The relationships among paid staff (if any), committees and volunteer members, and the Coordinating Committee.
- ▶ Basic communication mechanisms among KIDOG members.
- ▶ How formal advocacy positions are taken by the membership.

FPMD Activity:

- ▶ Electronic review and comment on results of Network discussions, in collaboration with and through the Policy Project/Ankara.
- ▶ Organize a 2-day workshop to define operating systems and protocols in collaboration with the Policy Project (in conjunction with Objective 2).

Objective 2: The Network has developed and/or improved the necessary fund raising and grant writing skills and has developed proposals for funding of Network activities.

2.1 Provide the membership with a workshop(s) on fund raising and proposal development to benefit both the Network and its member organizations.

FPMD Activity:

- ▶ Organize one or two 2-day workshops on funding raising and grant writing, in collaboration with the Policy Project.
- ▶ Electronic monitoring of the status of proposal development and/or other fund raising activities undertaken by the Network and its members, in collaboration with and through the Policy Project/Ankara.

Objective 3: FPMD assistance in additional institutional and managerial development technical areas has been provided, as needs are identified by the KIDOG and as requested by the Network and The Futures Group/Policy Project, during fiscal years 1997 and 1998.

3.1 In collaboration with the Network Coordinating Committee and The Futures Group, and as requested by the Network and The Futures Group/Policy Project, FPMD may provide technical assistance in additional institutional and managerial development technical areas during fiscal years 1997 and 1998.

IV. Assessment of Impact

OBJECTIVES/SUB-RESULTS	INDICATOR
<p>1. The Network has defined operating systems and functions according to these systems.</p>	<p>1.1 A ratified Organizational Chart 1.2 Documented basic operating procedures and systems that:</p> <ul style="list-style-type: none"> - Define the duties, composition and tenure of the Coordinating Committee - Define the composition of the Network and requirements for membership - Define the relationships among paid staff (if any), committees and the Coordinating Committee - Define basic communication mechanisms among KIDOG members - Defines how advocacy positions are taken by the Network
<p>2. The Network has developed and/or improved the necessary fund raising and grant writing skills and has developed proposals for funding of Network activities.</p>	<p>2.1 Workshop(s) held in fund raising and proposal development 2.2 Number of proposals developed and submitted to donors by the Network and its members 2.3 Amount of additional funds raised by Network and its members</p>
<p>3. FPMD assistance in additional institutional and managerial development technical areas has been provided, as needs are identified by the KIDOG and as requested by the Network and The Futures Group/Policy Project.</p>	<p>To be determined.</p>

APPENDIX A

ACTIVITY PLAN: OCTOBER 1996 - SEPTEMBER 1997

ACTIVITY PLAN FOR TECHNICAL ASSISTANCE TO THE NGO NETWORK: OCTOBER 1996- SEPTEMBER 1997

Annual Objectives	Major Activities	Planned Time Frame	Lead CA (Collaborating CAs) / Local Counterparts	Anticipated Outputs by Activity
I. POLICY: Strengthen policy support for FP program				
<i>I.C. NGO structures strengthened and assuming an important and appropriate role in FP/RH.</i>				
1. Operating systems for the Network are defined.	1.1 Based on the Strategic Plan already developed by the KIDOG, provide technical assistance to the Network Coordinating Committee to determine operational systems for the KIDOG. -- Technical assistance visit to the Network by FPMD staff that would include assistance under Objective 2; -- Organize a 2-day workshop to define operational systems and protocols (in conjunction with Objective 2)	Jan. - April	FPMD/(POLICY) NGO Network	1.1 A ratified Organizational Chart 1.2 Documented basic operating procedures and systems that: - Define the duties, composition and tenure of the Coordinating Committee - Define the composition of the Network and requirements for membership - Define the relationships among paid staff (if any), committees and the Coordinating Committee - Define basic communication mechanisms among KIDOG members - Defines how advocacy positions are taken by the Network

2. The fund raising and grant writing skills of the Network and its member organizations have been developed and/or improved.	2.1 Provide the membership with a workshop(s) on fund raising and proposal development to benefit both the Network and its member organizations. -- One or two two-day workshops designed and facilitated by FPMD staff, in collaboration with the Policy Project (in conjunction with Objective 1).	Jan.-April Jan and TBD	FPMD (POLICY)/NGO Network	2.1 Workshop(s) held in fund raising and proposal development 2.2 Number of proposals developed and submitted to donors by the Network and its members 2.3 Amount of additional funds raised by Network and its members
3. FPMD assistance in additional institutional and managerial development technical areas has been provided, as needs are identified by the KIDOG and as requested by the Network and The Futures Group/Policy Project, during fiscal year 1997.	3.1 In collaboration with the Network Coordinating Committee and The Futures Group, and as requested by the Network and The Futures Group/Policy Project, FPMD may provide technical assistance in additional institutional and managerial development technical areas during the fiscal year.	April-Sept.	POLICY (FPMD)/NGO Network	3. To be determined.

APPENDIX B: KIDOG`a FPMD YARDIM Ç N ÇALI MA PLANI, 1997**FPMD Hakkında Genel Bilgi:**

Boston, Massachussetts`deki Management Sciences for Health (Sağlık için Yönetim Bilimleri) nin Aile Planlaması Yönetimi Geliştirme (Family Planning Management Development (FPMD)) projesi Birleşik Devletler Uluslararası Gelişme Ajansı (U.S. Agency for International Development (USAID)) tarafından finanse edilmektedir. FPMD yönetim üzerine uzmanlaşmış bir teknik yardım projesidir. Yerel aile planlaması / üreme sağlığı program ve örgütlerine meydan okuyan birçok yönetim konusunu çözmek için 30 dan fazla ülkede kamu ve özel sektör örgütlerine geniş yelpazeli teknik yardım sağlamaktadır. Birlikte, örgütlerin müşteri ve seçmenlerine sürekli, yüksek kaliteli hizmet sunmalarını mümkün kılan etkili yönetim sistemleri ve yetenekli yöneticilerin geliştirilmesine odaklanmıştır.

FPMD`in teknik yardımı 4 temel strateji üzerine odaklanmaktadır.

- Teknik yardım yolu ile kurumların güçlendirilmesi
- Örgütlerin özgün ihtiyaçlarına uyacak şekilde değiştirilebilen veya kullanılabilen yaratıcı yönetim teknik ve araçları tasarlamak
- Yerel yönetim kapasitesini geliştirmek ve kullanmak ve , böylece, Güneyden - Güneye işbirliğini arttırmak
- Dünyanın her yerindeki yöneticilerle bilgi, buluş ve yönetim araçlarını ulaşılabilir kılmak için en son iletişim tekniklerini kullanmak

FPMD liderlik ve yönetim yeteneklerini aşağıdaki alanlarda teknik yardım ve eğitim sağlayarak oluşturmaktadır.

- Stratejik planlama
- Eylemsel iş planlaması
- Sürelilik için finansman
- Yönetim eğitimi ve danışmanlık
- Mali kaynak yönetimi
- Pazarlama, fiyatlandırma ve maliyetlendirme
- İnsangücü geliştirme
- Yönetim bilgi sistemleri
- Program izleme ve değerlendirme
- İletişim teknolojileri
- Yönetim kurulu ve personel ilişkileri

Management Sciences for Health (MSH) halk sağlığı problemleri hakkında bilinenlerle bunların çözümü için yapılanlar arasındaki açıklığı kapatmaya adanmış bir kar amacı gütmeyen, özel kuruluştur. 1971`den beri, MSH sağlık programı yönetimini ilerletmek üzere sistem geliştirme, uygulanabilir araştırma yapma ve hizmetleri satın alınabilir ve kullanışlı yapmak için 100`den fazla ülkede kamu ve özel sektör sağlık ve nüfus programlarını desteklemiştir.

KIDOG ve Policy Projesi ile işbirliği hakkında genel bilgi

Uluslararası Nüfus ve Gelişme konferansının eylem planının uygulanmasını teşviğe devlet dışı örgütlerin (NGO) daha büyük katılımı için yaptığı çağrıya yerel bir cevap olarak, üreme sağlığı ve aile planlaması konularını da içine alacak kadının statüsünü yükseltmek için Türkiye`de bir NGO ağı kuruldu. Bu ağ gelişmeye başlarken, Ankara`daki USAID bunu bireysel NGO`lara birden fazla girdi yerine NGO sektörünü geliştiren ve etkileyen kapsamlı ve maliyet-etkili bir yol olarak görmeye başladı. Nisan 1996`da The Futures Group ve FPMD işbirliğini tartışmaya başladılar ve Ankara`daki USAID`in desteği ve ağın isteği ile ağ içindeki iki projenin ilk işbirliği çabası olan iki günlük bir stratejik planlama çalışma toplantısı Policy projesi tarafından 12-13 Temmuz 1996 da düzenlendi.

FPMD stratejik planlama çalışma grubu toplantısındaki tartışmaların bir bulgusu, NGO ağı tarafından belirlenen öncelikler ve FPMD`nin özgün teknik uzmanlığının bir bakışı olarak, aşağıdaki hedefler ve amaçlar ve KIDOG ile teknik yardım eylemlerini önerdi. Tüm yardım Washington D.C. ve Ankaradaki The Futures Group/ Policy projesi personeli ile yakın işbirliği ve danışma içerisinde yürütülüyor.

FPMD 1997 İş Planı

Hedef Cümlesi: Kadının statüsünün geliştirilmesi için savunma yapmak için gerekli işlevsel NGO ağına gerekli uzmanlık, basit örgüt yapısı, işletme yöntemleri ile geliştirilmiş, yerleşmiş ve kullanılmaktadır.

Amaçlar/ Alt sonuçlar, Aktiviteler ve Beklenen Sonuçlar

Amaç 1: Ağın işlevsel sistemleri tanımlanır.

Aktivite: KIDOG tarafından geliştirilmiş stratejik plana bağlı olarak, FPMD, NGO ağına iç iletişim sistemleri dahil olmak üzere işlevsel sistemler ve protokolleri belirlemek üzere teknik danışmanlık sağlayacaktır. Bu danışmanlık FPMD teknik ekibinin KIDOG`un işlevsel yapısını ve protokollerini ve iletişim sistemlerini gözden geçirmeyi kolaylaştıracağı 31 Ocak ve 1 ubat 1997 tarihleri arasında yapılması önerilen 2 günlük çalışma grubu toplantısı ile başlatılacaktır. İzleme teknik danışmanlığı KIDOG`un bu sistemleri uygulama ve kullanma deneyimini değerlendirmek ve işlevsel sistemlerin ve protokollerin, v.b. tanımında her hangi bir ek ihtiyacın belirlenmesini kolaylaştırmak için ikinci bir çalışma grubu toplantısı yoluyla yapılması önerilmektedir.

Danışmanlığın Zamanlaması: Çalışma grubu toplantısı 31 Ocak ve 1 ubat için önerilmektedir. Takip toplantısı tarihleri gelecekte belirlenecek ise de Mart veya Nisan önerilmektedir.

Beklenen Sonuçlar:

1.1 Basit işlevsel prosedürlerin ve sistemlerin dokümente edilmesi;

- Koordinasyon Komitesinin görevlerinin, bileşiminin ve ayrıcalığını tanımla
- Ağın bileşiminin ve üyelik gerekliliklerini tanımla
- Maaşlı personelle (eğer mevcutsa), komiteler ve koordinasyon komitesi arasındaki ilişkiyi tanımla,
- İç iletişim ve eşgüdüm sistemlerini tanımla
- Ağ tarafından savunma pozisyonlarının nasıl alınacağını tanımla

Amaç 2: Ağın ve üye örgütlerin kaynak yaratma ve hibe bulma yetenekleri gelişmiştir ve/veya iletmiştir.

Aktiviteler: FPMD, ağ ve üye kuruluşların yararına kaynak yaratma ve öneri geliştirme üzerine 2 çalışma grubu toplantısı yolu ile NGO ağına teknik yardım sağlayacaktır. Toplantılar FPMD teknik personeli tarafından Policy projesi ile işbirliği içinde tasarlanacak ve desteklenecektir. Eğitim yukarıda söz edilen Ocak ayı toplantısında başlatılacak ve takip danışmanlığı Mart veya Nisan ayındaki ikinci çalışma grubu toplantısı yolu ile yapılması önerilmektedir.

Aktivitelerin Zamanlaması: İlk eğitim ve teknik yardım Ocak ayındaki toplantı sırasında. Takip danışmanlığı, KIDOG'un Ocak ayındaki toplantıda kazandığı bilgi ve yeteneğin uygulamasındaki deneyimin değerlendirilmesi de dahil olmak üzere, Mart veya Nisan da önerilmektedir.

Beklenen Sonuçlar:

- 2.1 Kaynak yaratma ve öneri geliştirme toplantıları yapılmıştır
- 2.2 KIDOG kurulmuş ve donörlere önerilerini sunmuş ve en çok umut vadeden kaynak yaratma aktivitelerini belirlemiştir.
- 2.3 Ağ ve üyeleri, ağ ve üyeleri tarafından tanımlanmış ek yöntemlerle kaynak yaratılmıştır.

Amaç 3: 1997 içinde KIDOG tarafından ihtiyaçlar belirlendiği ve ağ ve the Futures Group/Policy projesi tarafından talep edildiği takdirde ek kurumsal ve yönetsel gelişme teknik alanlarında FPMD danışmanlığı verilmiştir.

Aktiviteler: Ağ koordinasyon komitesi ve The Futures Group ile işbirliği içinde ve ağ ve the Futures Group/Policy projesi tarafından talep edildiği takdirde FPMD yıl içerisinde ek kurumsal ve yönetsel gelişme teknik alanlarında teknik danışmanlık sağlayabilir.

Aktivitelerin Zamanlaması: Haziran veya gelecekte belirlenecek

Beklenen Sonuçlar: Belirlenecek